





Introduction to Army Leadership Part 1 of 3





Introduction to Army Leadership



Part 1

- Overview
- Definitions
- Levels of LDRS
- ADP 6-22
- BE-KNOW-DO
- ALRM
- CC LDP

Part 2

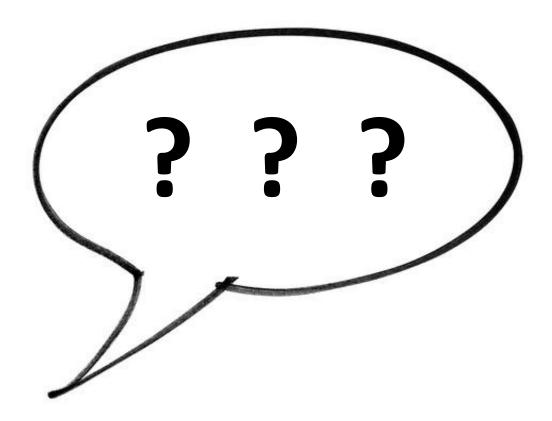
- CC LDP
- Attributes
 - Character
 - Presence
 - Intellect

Part 3

- CC LDP
- Competencies
 - Lead
 - Develop
 - Achieve



In **YOUR** words, what is **LEADERSHIP?**









LEADERSHIP

Creating your Akron Experience

Leadership

If you want to be a successful leader at Akron, you can hold a leadership position on an executive board or committee, student organization, or team.

- Do you aspire to develop, learn, and participate in leadership and team building opportunities?
- If you want to be successful personally and professionally as a leader......
- Achieving your goals means learning how to be an effective leader and team player.
- 71% of employers are looking for team players.
- Will you be in demand at graduation? Over 75% of hiring employers want students to have leadership, teamwork, and communication skills.





Class Objectives

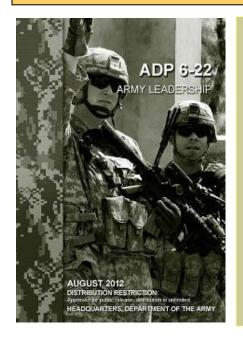
- Define Leadership according to Army Doctrine Publication (ADP) 6-22, Army Leadership
- Identify the three levels of Army Leadership: direct, organizational, and strategic
- Understand the Army Leadership Requirements Model
- Identify "Be, Know, and Do" as the pillars of the Army Leadership Requirements Model
- Define "Be, Know, and Do" within the context of Army Leadership Doctrine
- Relate "Be, Know, and Do" to the Cadet Command Leadership Development Program





Leadership - What is it?

"Leadership is the process of <u>influencing people</u> by providing <u>purpose</u>, <u>direction</u>, and <u>motivation</u> <u>to accomplish the mission</u> and improving the organization."



An **Army leader...**is anyone who by virtue of assumed role or assigned responsibility **inspires and influences** people to **accomplish** organizational goals. Army leaders **motivate** people both inside and outside the chain of command to pursue actions, **focus thinking**, and **shape decisions** for the greater good of the organization.



The University of Akron **Army ROTC**



The 42nd Ohio Volunteer Battalion **Spring Semester, 2014**



ADP 6-22 Army Leadership

U.S.ARMY

Influencing people by providing purpose, direction, and motivation

Purpose of Leadership

Components of Leadership

Applying Influence

Leader Attributes

Leader Competencies

Leaders and Courage

Situational Leadership

Informal and Collective Leadership

Command and Leadership

Leadership Requirements Model

How Leaders Develop

The process of influencing people by providing purpose, direction, and motivation to accomplish the mission and improve the organization.

The Leadership Requirements Model establishes what leaders need to be. know and do. A core set of requirements informs leaders about expectations.

ATTRIBUTES CHARACTER PRESENCE INTELLECT Army Values Military and Mental agility Army Leadership Requirements Model professional bearing Sound judgment Empathy Fitness Warrior Ethos / Innovation Service Ethos Confidence Interpersonal tact Discipline Resillence Expertiese LEADS DEVELOPS **ACHIEVES** Leads others Gets results Creates a positive environment/ Fosters **Builds** trust esprit de corps Extends influence Prepares self beyond the chain of command Develops others Leads by example Stewards the profession Communicates COMPETENCIES Oath to Constitution Combat Power. influence: Commitment, Positive and harmful

Other documents:

Briefing

- Subordinate to law & civilian authority

Unifier and Multiplier

Compliance and Resistance

forms of leadership

Outcomes

Secured U.S. interests Mission success

Sound decisions

Expertly led organizations

Stewardship of resources

Stronger families

Fit units

Healthy climates

Engaged Soldiers & Civilians

Leadership

Direct - Refine ability to apply competencies at a proficient level Organizational - Apply competencies to increasingly complex situations Strategic - Shape the military through change over extended time

Conditions of Leadership

Formal - designated by rank or position, command is an example Informal - take initiative and apply special expertise when appropriate Collective - synergistic elects achieved with multiple leaders aligned by purpose Situational - actions adjusted to complex and uncertain environments





3 Levels of Army Leadership

Strategic

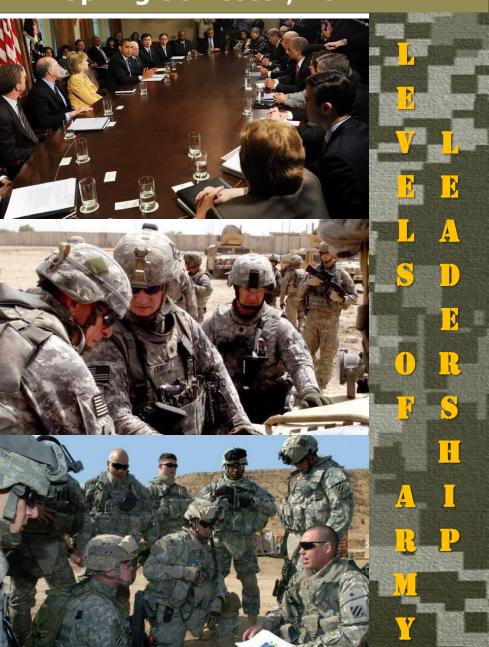
Strategic leaders include military and Army civilian leaders at the major command through Department of Defense (DOD) levels.

Organizational

Organizational leaders lead and influence several hundred to several thousand people. They usually do this through several levels of leaders and subordinates and are assisted by staffs.

Direct

Face to face, first line leadership. Takes place in organizations where subordinates are used to seeing their leaders all the time.







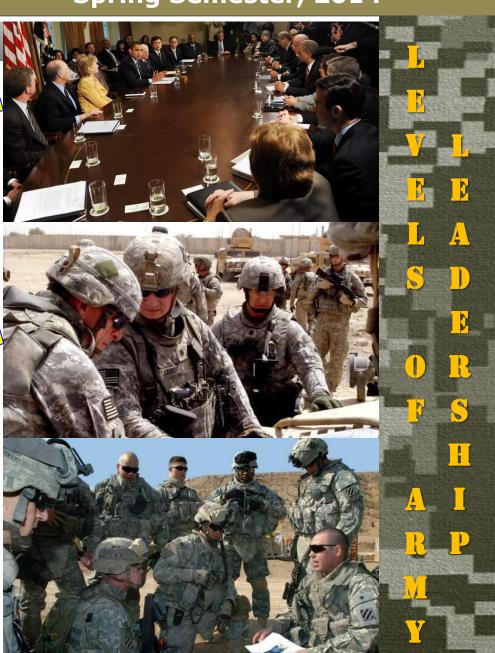
3 Levels of Army Leadership

University President, Provost, Board of

Organizational

Organizational leader Dean of the College influence so ieaders and and are assisted by staffs.

Direct College Professor Face to face Take are time.







3 Levels of Army Leadership

Strategic

TRADOC and Cadet

Command Leadership

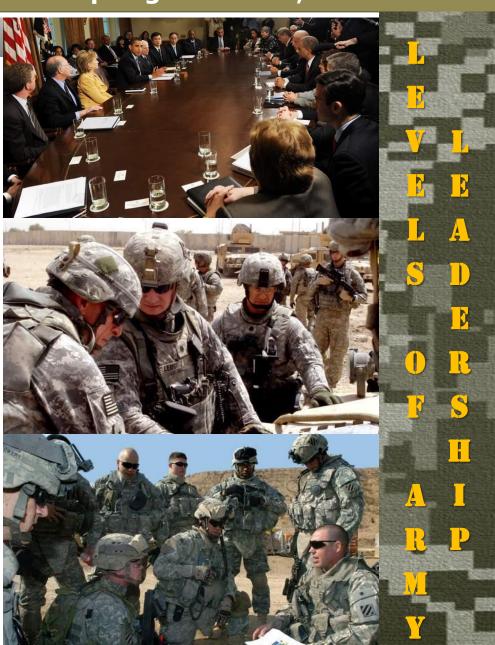
Organizational

Brigade and Battalion
Cadre Leadership
states

Direct

MS Instructor & Cadet

Leadership







The Basis of Leadership

- 1. All Army team members, Soldiers and civilians, <u>must have a basis of</u> <u>understanding for what leadership is and does</u> which is deeply-rooted in **values**, the **Warrior Ethos**, and **professional competence**.
- National and Army values influence the leader's character and professional development, instilling a desire to acquire the essential knowledge to lead. Leaders apply this knowledge within a spectrum of established competencies to achieve successful mission accomplishment.
- 3. The roles and functions of Army leaders apply to the three interconnected levels of leadership: **direct, organizational, and strategic**. Within these levels of leadership, cohesive teams can achieve collective excellence when leadership levels interact effectively.



The Be, Know, Do Leadership Philosophy

The Army uses the shorthand expression of **BE-KNOW-DO** to concentrate on key factors of leadership. What leaders **DO** emerges from who they are (**BE**) and what they **KNOW**. Leaders are prepared throughout their lifetimes with respect to BE-KNOW-DO so they will be able to act at a moment's notice and provide leadership for whatever challenge they may face.

ADP 6-22 describes the **character attributes** and **core competencies** required of contemporary leaders.

- Character is based on the attributes central to a leader's make-up.
- Competence comes from how character combines with knowledge, skills, and behaviors to result in leadership.



The Be, Know, Do Leadership Philosophy

BE: Who <u>You</u> Are --- A Leader of Character and a Leader of Presence.

Character defines who you are as a leader. It is how you demonstrate your values. Who you are is not something you can turn on and off. It is 24 hours per day and 7 days a week on and off duty, regardless of who might be watching.

KNOW: Skills You Have Mastered --- A Leader With Intellectual Capacity.

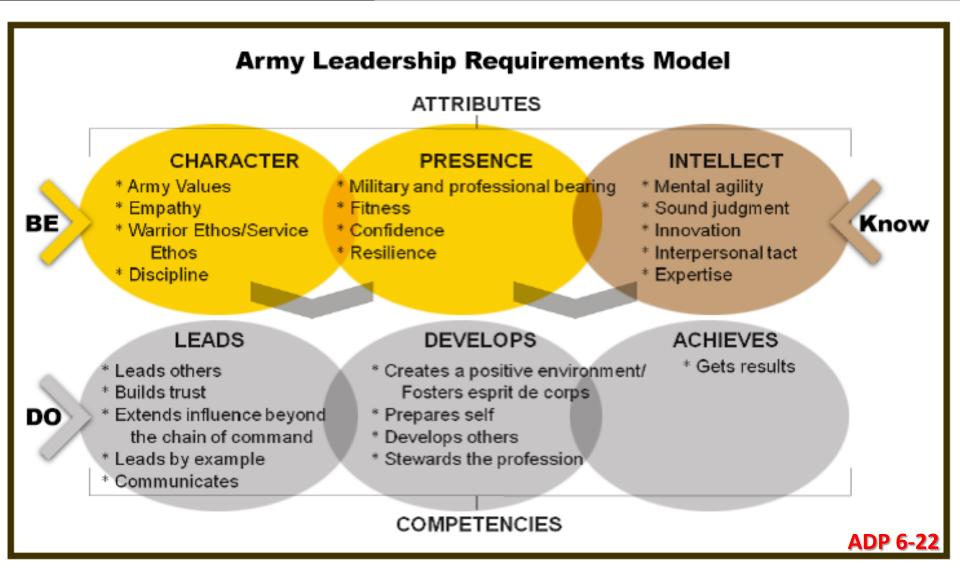
Competence in your field --- This is accomplished by gaining knowledge and mastering appropriate skills. This takes self-motivation. You have to WANT to learn.

DO: How You Carry out Your Decisions --- Leads, Develops, and Achieves.

A Leader's actions are observable and will be how he/she is ultimately evaluated and will determine his/her effectiveness as a leader. Leadership takes place in action. What you DO is every bit as important as the BE and KNOW aspects of the Army Leadership Philosophy.







ALRM conveys the expectations that the Army wants leaders to meet.



Cadet Command



Leadership Development Program





LEADERSHIP ASSESS	SMENT REPORT		CADET COMMAND REG 145-3 REQUIREMENTS CONTROL SYMBOL ATCC-122	
PART I - Attributes (what a leader is): Chara	acteristics that are an inherent part of an individ	ual's total core, physical, and int	tellectual aspects. Attributes shape how one behaves	
1. Character: A person's moral and ethical quali	ities which give a leader motivation to do what i	s appropriate regardless of circu	imstances or consequences	
ARMY VALUES (Comments mandatory in Part III for all	I "NO" entries)	Yes No		Yes No
1. LOYALTY: Bears true faith and allegiance to the U.S. Co	onstitution, the Army, the Unit and other Soldiers			
2. DUTY: Fulfills professional, legal, and moral doligations		5. HONOR Adhers	snoe to the Army's publicly declared code of values	->
3, RESPECT: Treats others as they should be treated, pron	notes dignity, consideration, & fairness -	S. INTEGRITY: Doc	es what is right both legally and morally; honest in word and deed	
4. SELFLESS-SERVICE: Places welfare of others and Arm	ry priorities before self	7. PERSONAL CO	URAGE: Faces fear, danger, or adversity	-
EMPATHY: The ability to see something from anot	ther person's point of view, to identify with and	enter into another person's feeling	ngs and emotions	-
WARRIOR ETHOS: I will always place the mission	n first; I will never accept defeat; I will never qui	I will never leave a fallen comm	rade	
Mark "E"; "S"; or "N	l'for each observed attribute and for core leader compe	tency. RAPROVE comments in Part I	If are mandatory when rating of "N" is indicated	
2. Presence	MB Military Bearin	g E 5 N	PF Physically Fit	E 5 11
The impression that a leader makes on others, which contributes to their success in leading	Projecting a commanding presence and p	ofessional image of authority	Having sound health, strength, and endurance that supports o emotional health and conceptual stallities under stress	me's
them; the image that a leader projects; how	CF Confident	E S N	RS Resilient	E S N
others perceive a leader (outward appearance, demeanor, words, and actions)	Projects self-confidence and certainty, demonstra collected; possesses self-con		Showing a tendency to recover quildly from setbadis, shock, advers injury white maintaining a mission and organizational foo	
3. Intellectual Capacity	MA Mental Agility €	s II SJ Sound Jud	dgment E S N IN Innovation	E S N
The ability to draw on the mental tendencies and resources that shape a leader's conceptual	Flexibility of mind, a tendency to antidipate or ad ever-changing conditions: improvisation		draws feasible condusions. Ability to introduce something new is a of smely decisions thoughts and ideas; creative	
abilities and impact of effectiveness, which then	IP Interpersonal To	THE RESERVE AND PERSONS ASSESSMENT AND PARTY A		E 5 H
are applied to one's duties and responsibilities	Effectively interacts with others; possesses the interactions with others, awareness of		Possessing facts, beliefs, and logical assumptions in relevant areas, outprai and peopolitical knowledge	technical, tedical
PART II - Core Leader Compete	encies (what a leader does): Works to lea	others; develops themselves, their s	subordinates and organizations to achieve mission accomplishment	
1. Leads	LD Leads Others	E 5 N	El Extends Influence beyond CoC	E S N
The application of character, presence, intellect and abilities while guiding others toward a	Motivates, inspires, and influences others to take purpose, to accomplish orbical tasks and		Uses indirect means to influence others outside normal chain of con diplomacy, negotiation, conflict resolution and mediation	
common goal and mission accomplishment	LE Leads by Examp		Sentinomicolos	E S H
	Provides the example to others, servi maintains high standards in all espects of		Clearly expresses ideas to ensure understanding, actively listens to others, and practices effective communication techni-	
Develops Taking actions to foster team work, encourage initiative, and to accept personal responsibility, while demonstrating care.	CP Creates a Positive Environment		ment and becoming multi-	
	Creates a positive cultural and ethical environm	ent skilled; ensures they	y are prepared to lead makes the organization more vers	
Achieves Sets objectives and focuses on mission accomplishment		Gets Re results are consistently produced, de ment, manages the resources require	eveloping and executing plans while providing direction, guidance and dear	E S N



The University of Akron Army ROTC



The 42nd Ohio Volunteer Battalion Spring Semester, 2014

LEAD	ERSHIP ASSES	SME	NT REPO B		CADET COMMA REQUIREMENT	ND REG 145-3 S CONTROL SYMBOL ATCC-1:	22	
PARTI - Attr	ributes (what a leader is): Chan	cteristics	that are an inherent part of an individual's to	otal core, physical, and intel	lectual aspects. Attribu	tes shape how one behaves		
1. Characte	F. A person's moral and ethical qual	ties which	give a leader motivation to do what is appro	opriate regardless of circum	stances or consequent	ces		
ARMY VAL	UES (Comments mandatory in Part III for al	"NO" entrie	s) Y	es No				Yes N
1. LOYALTY:	Bears true faith and allegiance to the U.S. Co	nstitution, t	e Army, the Unit and other Soldiers				-	
2. DUTY: Fulfi	ills professional, legal, and moral doligations			5. HONOR Adheren	ce to the Army's publicly de	edared code of values		
	Treats others as they should be treated, pron	DESCRIPTION OF THE PARTY OF THE	ACCUSATION OF THE PROPERTY OF THE PARTY OF T	THE RESERVE TO SERVE THE PARTY OF THE PARTY		nd morally; honest in word and deed		
4. SELFLESS	SERVICE Places welfare of others and Arm	y priorities b	efore self	7. PERSONAL COUR	RAGE: Faces fear, danger,	or adversity	-	_
EMPATHY:	The ability to see something from anot	her persor	is point of view, to identify with and enter in	nto another person's feeling	s and emotions	4	-	
WARRIOR E	THOS: I will always place the mission	first; I will	never accept defeat, I will never quit, I will i	never leave a fallen comrar	de -		-	
1	Mark "E", "S", or "N	for each or	bserved attribute and bricore leader competency. It	MPROVE comments in Part II r		of "N" is indicated		
2. Presenc	Control of the contro	MB	Military Bearing	E 3 N	PF	Physically Fit		E 5
which contribute	that a leader makes on others, as to their success in leading		Projecting a commanding presence and profession	nal image of authority		ealth, strength, and endurance that support I health and conceptual abilities under stres		
	that a leader projects; how a leader (outward appearance.	CF	Confident	E S N	RS	Resilient		E S
demeanor, word		Project	is self-confidence and certainty; demonstrates com collected; possesses self control of e			o recover quidily from setbadis, shock, adv maintaining a mission and organizational f		SS OF
The ability to dra	iver Capacity in on the mental tendencies and hape a leader's conceptual	Flesh	Rity of mind, a tendency to antidpate or adapt to ever-changing conditions: improvisation	Assesses situations and dra makes sound and		Ability to introduce something new: thoughts and ideas; creati		in S
abilities and impa	act of effectiveness, which then	Ib.	Interpersonal Tact	E S N	DK	Domain Knowledge		5
are applied to on	ne's duties and responsibilities	Effec	tively interacts with others; possesses the capacity interactions with others; awareness of how of		Possessing facts, beli	ets, and logical assumptions in relevant are cultural and geopolitical knowledge	as; techni	oal, tectio
	PTII - Core Leader Compet	analas i	what a londor done by the second		hordinates and ornanization	ns to achieve mission accomplishment		
PA	K I II - Cole Leader Compet	encies	what a reduct goes), month to eacothers	develops themselves, their sub	policy and to distribute	THE PERSON NAMED IN COLUMN TWO IS NOT THE OWNER.		E 8
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2. DUTY: Fulfills professional, legal, and moral doligations	5. HOROR: Adherence to the Army's publicly declared code of values	-
3. RESPECT: Treats others as they should be treated, prom	tes dignity, consideration, & farness — 6. INTEGRITY: Does what is right both legally and morally; honest in word and deed	
4. SELFLESS-SERVICE. Places welfare of others and Army	riorities before self 7. PERSONAL COURAGE. Faces fear, danger, or adversity	-
EMPATHY: The ability to see something from anoth	er person's point of view, to identify with and enter into another person's feelings and emotions	-
WARRIOR ETHOS: I will always place the mission	rst; I will never accept defeat; I will never quit; I will never leave a fallen comrade	-
Mark 'E', 'S', or 'N	for each observed attribute and bricore leader competency. RIPROVE comments in Part III are mandatory when rating of "N" is indicated	
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them; the image that a leader projects; how others perceive a leader (outward appearance, demeanor, words, and actions)	CF RS Resilient Projects self-confider Showing a tendency to recover quickly from serbacks, shock, ad-	E S
3. Intellectual Capacity The ability to draw on the mental tendencies and esources that shape a leader's conceptual abilities and impact of effectiveness, which then are applied to one's duties and responsibilities	MA Mental Agility E s II SJ Sound Judgment E S II IN Innovation Flexibility of mind, a tendency to antidipate or adapt to makes sound and finely decisions. Ability to introduce something new makes sound and finely decisions. IP Interpersonal Tact E S II DK Domain Knowledge Effectively interacts with others, possesses the capacity to undestand personal. Possessing facts, beliefs, and logical assumptions in relevant as	E S I
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	LD Leads Others	ESI
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common goal and mission accomplishment	LE Leads by Example Provides the example to others, serves as a role model, maintains high standards in all aspects of behavior and drainader E S N CO Communicates Clearly expresses ideas to ensure understanding, and instens to others, and practices effective communication te	
2. Develops Taking actions to foster team work, encourage initiative, and to accept personal responsibility, while demonstrating care	CP Creates a Positive E s N PS Prepares Self E s N DO Develops Others Environment Self-development and becoming multi- Self-study, self-development and becoming multi- skilled; ensures they are prepared to lead: Encourages and supports others included as and teams; prepares oth makes the organization more	to grow as ers for success.
Achieves Sets objectives and focuses on mission accomplishment	Gets Results Structuring what needs to be done so results are consistently produced; developing and executing plans while providing direction, guidance and of	E 5 1





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Mark "E", "5", or 1	for each observed attribute and bricore leader competency. RIPROVE comments in Part III are mandatory when rating of 'N' is indicated	
2. Presence	MB Military Bearing E S N PF Physically Fit	E 5 1
The impression that a leader makes on others,	Projecting a commanding presence and professional image of authority Having sound health, strength, and endurance that sup	ports one's
which contributes to their success in leading	emotional health and conceptual stallities under s	
them; the image that a leader projects; how others perceive a leader (outward appearance.	CF Confident E s N RS Resilient	ESI
demeanor, words, and actions)	Projects self-confidence and certainty, demonstrates composure and poise; calm and Showing a tendency to recover guidily from serbadia, shock, collected, possesses self-control of emotions injury while maintaining a mission and organization	adversity, stress or nal focus
3. Intellectual Capacity	MA Mental Agility Sound Judgment E S N IN Innovation	E 5 1
The ability to draw on the mental tendencies and	Flexibility of mind, a tendency to a tuesdons and draws flexible conductors. Ability to introduce something no	
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in appreciate the analog says respectively	Effectively interacts with others; and logical assumptions in relevant	areas: technical, tection
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1. Leads	Modivates, inspires, and influences others to take initiative, to work toward a common. Uses indirect means to influence others outside normal chain	CONTRACTOR OF THE PERSON NAMED IN
The application of character, presence, intellect and abilities while guiding others toward a	purpose, to accomplish orbical tasks and to achieve unit objectives diptomacy, negotiation, conflict resolution and m	
common goal and mission accomplishment	LE Leads by Example E S N CO Communicates	E 5 1
	Provides the example to others, serves as a role model. Clearly expresses ideas to ensure understanding, a maintains high standards in all aspects of behavior and discreder listens to others, and practices effective communication.	ectively
2. Develops Taking actions to foster team	CP Creates a Positive E s N PS Prepares Self E s N DO Develops Othe	ers E S I
work, encourage initiative, and to accept	Environment Self-study, self-development and becoming multi-	ers to grow as
personal responsibility, while demonstrating care	Creates a positive cultural and ethical environment skilled, ensures they are prepared to lead makes the organization mo	
3. Achieves	GR Gets Results	E 5 1
Sets objectives and focuses on mission	Structuring what needs to be done so results are consistently produced, developing and executing plans while providing direction, guidance and	Control of the last of the las
accomplishment	priorities towards mission accomplishment manages the resources required for mission accomplishment	





Blue Card (Reverse)

LEADERSHIP ASSESSMENT REPORT	T	CADET COMMAND REG 145-3 REQUIREMENTS CONTROL SYMBOL ATCC-122	
PART III - RECORD OF OBSERVATIONS AND C	OUNSELING	Check here if SPOTE	REPORT
a. SUMMARY OF OBSERVATION: Summarize most significant observed leadership behaviors. Use sufficient detail	all to support summary ratings in Parts I	and II. Use continuation card if necessary.	
b. COUNSELING: Comment on at least 1 "SUSTAIN" and 1 "MIPROVE" attribute and/or core leader competency as	identified in Part I and II. (TMPROVE' o	comments are required for each "N" entry in Part I and	II) Not required for Spot Report.
b. COUNSEUNG: Comment on at least 1 "SUSTAIN" and 1 "MPROVE" attribute and/or core leader competency as SUSTAIN:	identified in Part I and II. ("IMPROVE" o	comments are required for each "N" entry in Part I and	Nat required for Spat Report.
	identified in Part I and III. ("IMPROVE" o	comments are required for each "N" entry in Part I and	Nat required for Spot Report
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SUSTAIN:	identified in Part I and III. (TMPROVE" o	comments are required for each "N" entry in Part I and	Not required for Spot Report.
SUSTAIN: MPROVE			
NPROVE: PART IV – OVERALL NET ASSESSMEN	IT (Circle one)	E S	N
SUSTAIN: MPROVE			N





Practical Exercise

- Pair up with a battle-buddy.
- Look at the front side of a Leadership Assessment Report (Blue Card).
- With respect to BE, KNOW, DO, review the <u>character attributes</u> and <u>core competencies</u> and decide 2-3 specific areas that you and your battle-buddy want to improve this semester and why.
- Be prepared to share your findings with the class.



A Final Thought

It takes personal courage to take the initiative to <u>make something happen</u> rather than standing by or withdrawing and <u>hoping</u> events will turn out well.





Next Class



Part 1

- Overview
- Definitions
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- ADP 6-22
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Be Safe. Be Smart. Be Legal. Stay Focused on YOUR Goals.

Are YOU committed?

Are YOU ... (ALL IN)?